



Recommendations from the Missouri Military Partnership

March 31, 2014
Missouri State Treasurer Clint Zweifel

TABLE OF CONTENTS

I. Executive Summary	1
II. Military Installations and the Missouri National Guard	3
III. The President's Fiscal Year 2015 Budget Request	5
IV. Recommendations	9
1. Speak with a clear, unified voice	9
Articulate a consistent message in substance and frequency	
Designate one point of contact between community and base leadership	
Foster a collaborative approach to zoning	
2. Formalize state executive branch efforts to support and grow military installations in Missouri .	9
Consider the creation of the Missouri Military Foundation	
Designate a Senior Military Affairs Advisor within the Governor's administration	
Ensure a unified effort and representation on MMPEC	
Hold an annual Missouri Military Awareness Week	
3. Foster the creation of community organizations, partnerships and agreements	10
Assist in the formation of nonprofit entities to support the installations and military families	
Coordinate economic development efforts around military communities	
Lead efforts for the creation of articulation agreements with labor organizations and employers	
4. Protect military families in Missouri through financial literacy	11
Partner with community colleges and government agencies to promote financial literacy	
Protect military families from nefarious actors	
5. Build Missouri's military brand	12
Create an online Missouri Military Portal	
Continue Missouri's efforts to employ active military members and veterans	
6. Understand specific challenges and opportunities for installations and the Missouri National Guard	14
Convene task force on the future of the Fort Leonard Wood Hospital	
Develop a plan to address the levee system protecting Rosecrans Air National Guard Base	
V. Conclusion	15

EXECUTIVE SUMMARY

Treasurer Zweifel was appointed to lead the Missouri Military Partnership by Governor Nixon in January 2014 to protect and enhance the defense investments our nation has made in Missouri by guiding Missouri's actions here at home and advocating for these continued investments in our nation's capital. Department of Defense (DOD) installations have a strong, positive impact on Missouri's economy and communities. In Executive Order 14-01, creating the Partnership, the Governor directed the Treasurer to complete a report by March 31 outlining strategies for effective collaboration among public officials, businesses and other stakeholders to retain and strengthen military installations in Missouri.

The recommendations contained in this report result from Treasurer Zweifel's meetings with Missouri's congressional delegation, members of President Obama's administration, Pentagon officials, state leaders, base leadership and community groups.



Military Installations and the Missouri National Guard

In Missouri, DOD spending results in \$40 billion in economic activity each year and more than 275,000 jobs. However, this military investment in Missouri goes far beyond the financial impact. Missouri installations and the men and women based here play a critical role in our national security.

Fort Leonard Wood, Whiteman Air Force Base and the Missouri National Guard are providing examples of excellence in cost effectiveness and efficiency. They have important strategic missions for the United States armed forces, and there are thousands of troops, civilians and families on these bases and in the communities around them that depend on the installations for their livelihoods.

The President Obama's Fiscal Year 2015 Budget Request

President Obama's Fiscal Year 2015 Budget Request includes \$495.6 billion in discretionary funding for the base budget of the Department of Defense, lower than the FY 2014 Budget Request of \$526.6 billion. The Budget Request proposes reductions in total force structure, most notably reducing the Army Active component from the current level of 520,000 to 490,000. The Budget Request includes proposals relevant to aviation units and the defense industry in Missouri, including:

1. The retirement of the entire A-10 Thunderbolt II fleet, beginning in FY 2015 and completed over the next five years.
2. Funding to purchase seven C-130J aircraft and no continued funding for the C-130AMP program.
3. \$913 million in FY 2015 for continued research and development funding for the next generation Long Range Strike-Bomber and \$11.4 billion over the next several years.
4. The transfer of Army Guard Apache attack helicopters to active duty units and active Army Blackhawk helicopters to the National Guard.

Finally, the Budget Request calls for the authorization of a Base Realignment and Closure (BRAC) in 2017. Congress has denied this request for each of the last two years.

Sixteen recommendations to protect and enhance national security investments and military communities in Missouri

Through his meetings with federal, state, military and local leaders, Treasurer Zweifel has developed 16 recommendations contained within six overarching principles:

1. Speak with a clear, unified voice.
2. Formalize state executive branch efforts to support and grow Missouri military installations.



3. Foster the creation of community organizations, partnerships and agreements.
4. Protect military families in Missouri through financial literacy.
5. Build Missouri's military brand.
6. Understand specific challenges and opportunities for installations and the Missouri National Guard.

Missouri must focus on high-impact areas and work with the congressional delegation and Pentagon officials in this dynamic budget environment. These recommendations will help Missouri protect and enhance the national security investments made here as we prepare for the future.



MILITARY INSTALLATIONS AND THE MISSOURI NATIONAL GUARD

Treasurer Zweifel visited all of the major military installations in Missouri and met with leaders from the Missouri National Guard. Each of the installations and the Missouri National Guard are regularly recognized for excellence and continue to perform in a cost efficient and effective manner.

Fort Leonard Wood

Fort Leonard Wood trains 90,000 enlisted soldiers each year in crucial areas of national defense. One in five Army soldiers receives basic training and one in seven Marines train at the Fort. It has the largest U.S. Marine Corps and U.S. Air Force detachments on any Army base in the nation. Units based at Fort Leonard Wood are currently deployed to eight foreign countries aiding in military operations around the world.

Fort Leonard Wood is the 2nd largest army reception battalion in the country, receiving and processing thousands of new recruits each year. It is one of two gender-integrated reception sites, in-processing more than a quarter of enlisted women. In addition to training U.S. soldiers, hundreds of military students from up to 70 allied countries come to Fort Leonard Wood to train every year. It is home to specialized schools training military police, engineers and helping service members to defend against chemical, biological, radiological and nuclear weapon attacks.

Whiteman Air Force Base

Whiteman Air Force Base is responsible for housing and maintaining the only B-2 Spirit Stealth Bombers in the world. The B-2 has been essential to missions in Iraq, Afghanistan and Libya. These planes take special care from highly-skilled airmen and women requiring more than 20 hours of maintenance for every hour of flight. Whiteman is also an excellent example of how collaboration between military branches can enhance state and national security efforts. The Air Force 509th Bomb Wing and the Missouri Air National Guard 131st Bomb Wing work alongside one another, providing cost efficiency, continuity and excellence. The 509th Bomb Wing is one of three bomber wings under the 8th Air Force, a major unit of the Air Force Global Strike Command. There are more than 4,000 active duty military members stationed at the Base, not including more than 1,500 reserve Army and Air National Guard members.

Whiteman Air Force Base is also home to the 442nd Fighter Wing, an Air Force Reserve unit, which is responsible

for the maintenance and operation of a squadron of A-10 Thunderbolt II aircraft. That aircraft was used extensively in Operation Desert Storm, NATO operations in the Kosovo crisis, Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan.

Missouri's National Guard

Missouri's National Guard plays an important role in national security, protecting citizens abroad and here at home. Since 9/11, 18,675 members of the Missouri National Guard have been deployed all over the world. Missouri National Guard members have participated in the Kosovo Peacekeeping Mission, the Sinai Peacekeeping Mission, Operation Enduring Freedom, Operation Iraqi Freedom, Operation New Dawn, Operation Odyssey Dawn and Operation Noble Eagle. Today, there are more than 2,400



Treasurer Zweifel visited Rosecrans Air National Guard Base in St. Joseph, Mo., on January 24, 2014.



Treasurer Zweifel toured Jefferson Barracks with members of the Missouri Army and Air National Guard.

airmen and women and 9,100 soldiers ready to serve Missouri and the nation when we need them.



Treasurer Zweifel spoke with members of the Missouri National Guard at Jefferson Barracks on February 13, 2014.

The Missouri Air National Guard members based at Rosecrans train 20 allied nations on the C-130. In 2013, the Missouri National Guard was deployed three times. In total more than 190 guardsmen and women worked to protect communities from flooding in Missouri and ensured highways were safe following severe flooding in Colorado. Between October 2012 and September 2013, more than 1,300 soldiers and 175 airmen were deployed around the world.

From training allies on the C-130 to cyber security, Missouri National Guard members are part of the changing face of the military. All branches of the armed forces must continue to adapt to changing national security threats and the new fiscal environment. However, it is vital that these changes preserve the National Guard's operational capabilities and end strength levels.

THE PRESIDENT'S FISCAL YEAR 2015 BUDGET REQUEST

On March 4, President Barack Obama released his Fiscal Year 2015 Budget Request (Budget Request) which included approximately \$495.6 billion in discretionary funding for the base budget of the Department of Defense. The Budget Request complies with the Bipartisan Budget Act of 2013 (BBA) agreement for the FY 2015 discretionary funding level, which provided temporary sequestration relief. However, the Budget Request is lower than the FY 2014 Budget Request of \$526.6 billion.

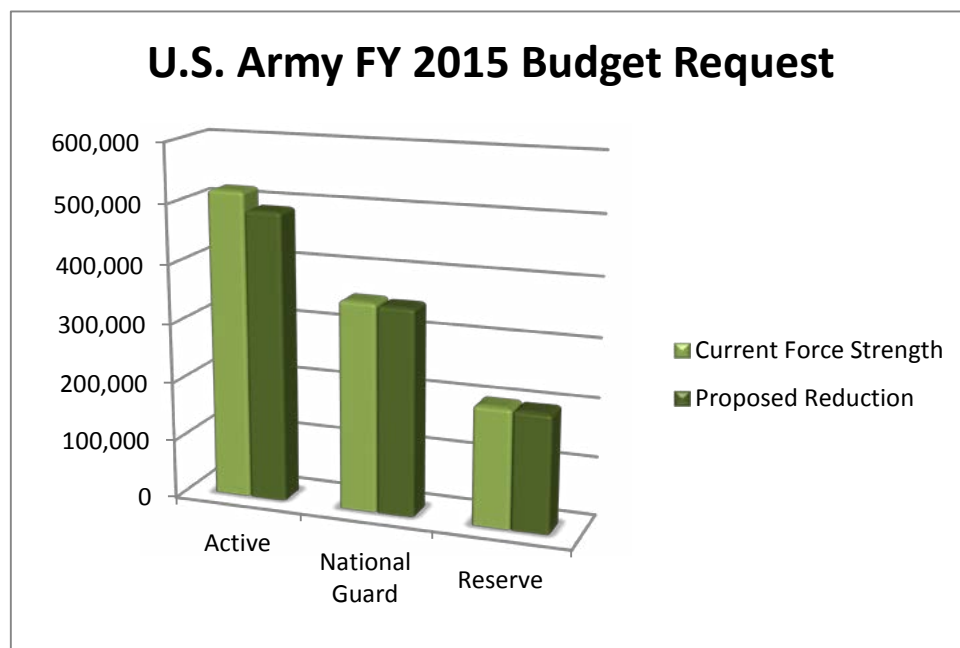
If action is not taken by Congress, sequestration cuts will go back into effect in FY 2016 and continue through FY 2021. Subsequent years' budget requests would therefore be required to comply with sequester-level funding projections. The Budget Request contains budget plans for Fiscal Years 2016-2019 and calls for more defense spending than sequestration would allow. Over the 5-year period laid out in the Budget Request, the DOD is requesting approximately \$116 billion more in defense spending than what would be allowed under sequester-level funding.

Within the Budget Request, approximately \$6.6 billion was allocated for Military Construction and Family Housing, significantly less than the \$11.1 billion requested in FY 2014. No funds for Military Construction and Family Housing projects were requested for installations in Missouri.

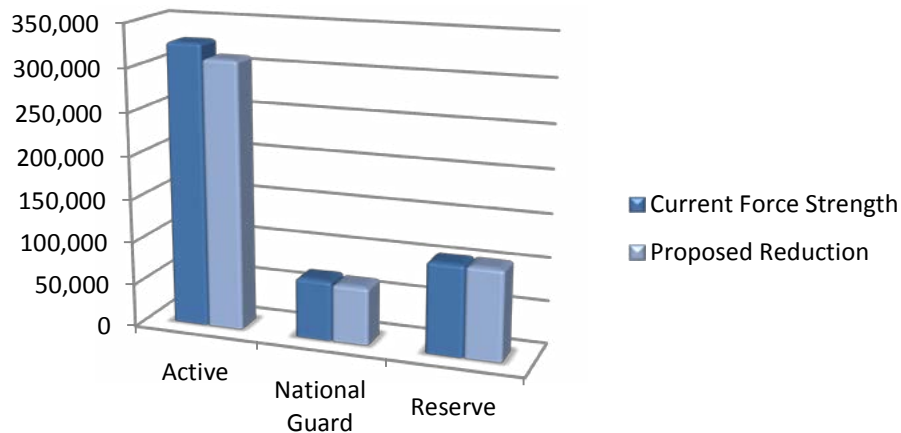
Reductions in force structure

The Budget Request proposes reductions in total force structure. The Army's Active component end strength would be reduced by the end of FY 2015 from the current level of 520,000 soldiers to 490,000. The Army National Guard component would be reduced from the current level of 355,000 guard members to 350,000, while the Army Reserve component would see a reduction from 202,000 soldiers to 200,000. The President's Budget Request additionally states that after FY 2015 and projecting out into the next several years, the Army Active component could be reduced to 440,000-450,000 soldiers by 2017, while the Army National Guard could be reduced to 335,000 soldiers and Army Reserve reduced to 195,000 soldiers. Further, the 440,000-450,000 figures presume that Congress will again rescind the sequestration automatic budget cuts, which the BBA delayed until FY 2016. If sequestration remains in place, the DOD has stated the Army would have to further reduce its Active component force structure to 420,000.

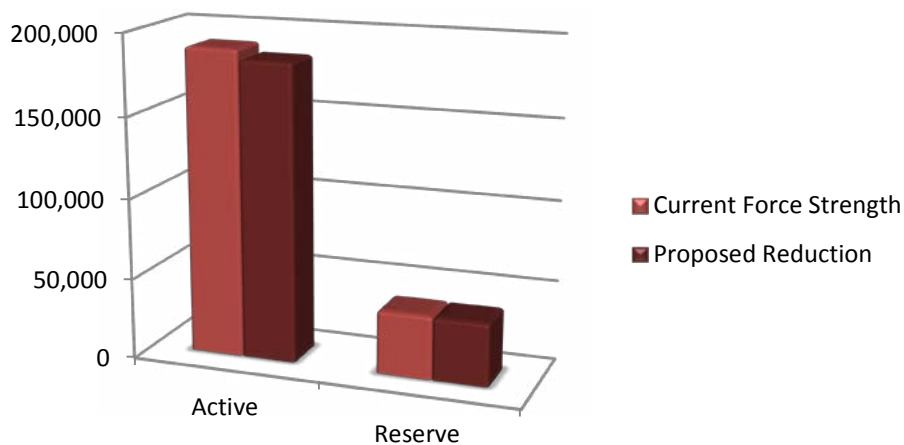
The U.S. Air Force's Active component would see a reduction from the current level of 327,600 airmen and women to 310,900 by the end of FY 2015. The Air National Guard component would see a reduction from 69,800 guard members to 67,100, while the Air Force Reserve component would be reduced from 105,400 airmen and women to 105,000.



U.S. Air Force FY 2015 Budget Request



U.S. Marine Corps FY 2015 Budget Request



Impact to Missouri's aviation units and National Guard

The Budget Request calls for the retirement of the entire A-10 Thunderbolt II fleet, beginning in FY 2015 and completed over the next five years. Under the BBA, the Administration cannot take any measures to begin new divestment of A-10s until after the 2014 calendar year. The Budget Request stated that "[i]n consultation with the leadership of the Air National Guard and Air Force Reserve, the Air Force identified new missions for the affected units to maintain necessary capabilities at reduced costs." The savings identified by retiring the A-10 fleet is stated to be \$3.5 billion.

The Budget Request calls for \$23.8 million for modifications to the B-2 Stealth Bomber and \$44.8 million for support equipment and facilities. The Budget Request also calls for funding to purchase seven C-130J aircraft and no continued

funding for the C-130AMP program. The Budget Request seeks \$913 million in FY 2015 for continued research and development funding for the next generation Long Range Strike-Bomber and \$11.4 billion over the next several years. Finally, there were no procurement funds requested for the F/A-18 Super Hornet or EA-18 Growler, which are built in St. Louis, in the Budget Request. The termination of appropriations funding could result in the end of the aircrafts' production after 2016. The Navy did include, however, a request for Growlers in its unfunded priority list.

In addition to the proposed spending and force reductions to the National Guard, the Budget Request proposes the transfer of Army Guard Apache attack helicopters to active duty units and active Army Blackhawk helicopters to the National Guard. Following the announcement of the proposed cuts to the Army National Guard, the National



Governors Association (NGA) sent a letter signed by all 50 governors requesting the President reconsider proposed cuts. Additionally, the NGA suggested that the Army conduct a review similar to that done by the Air Force in the National Commission on the Structure of the Air Force. Given the importance of the debate concerning the Army's future force structure and active and reserve component mix, Missouri should continue to advocate for a similar commission study on the structure of the Army.

BRAC request

Finally, the proposed budget includes a request to Congress to authorize a BRAC in 2017. Congress has denied this request for each of the last two years. The President's Budget Request states that another BRAC round would cost approximately \$1.6 billion through 2019 but yield greater long-term savings to the nation.





RECOMMENDATIONS

The following 16 recommendations are organized in six overarching principles. The recommendations below ensure Missouri is in the best position to compete with other states in a new budget environment. Missouri installations play a key role in our national security. This is and will continue to be the most important factor for DOD policy makers.

Working with the congressional delegation and Pentagon officials in a dynamic budget environment is critical, but state-level efforts should focus on outcomes where they can have the biggest impact. By concentrating resources on specific areas, Missouri provides service members a high quality of life, supports families during deployment and ensures installations have the resources they need to achieve excellence and cost effectiveness. These efforts showcase Missouri's recognition and support of the special role the military, service members and surrounding communities play in our state's economy. By implementing these recommendations, Missouri positions itself to take a focused, determined approach to areas where the state can truly move the needle.

Speak with a clear, unified voice

Missouri is committed to our military installations and the communities that support them. We have strong state and local advocates working to protect and enhance the national security investments made in Missouri. Throughout Treasurer Zweifel's meetings with Pentagon leaders, Missouri's congressional delegation, base commanders and community organizations, a common theme developed – the importance of communication. Military, local and business leaders must be able to communicate their needs and goals effectively. Missouri should take steps to speak with a clear, unified voice on military matters. By creating a consistent message, designating a single point of contact and collaborating on economic development issues, leadership at all levels will be able to better promote national security investments made in Missouri.

Articulate a consistent message in substance and frequency

Elected officials, community leaders and hardworking volunteers all play an important part in this effort. It is imperative that regular, consistent and organized communication occurs between entities to provide federal and state officials with information that helps them solve problems and create opportunities. By articulating a clear, consistent message, state and federal leaders will understand what issues and opportunities are present, and how to prioritize what resources communities need to solve those problems.

Designate one point of contact between community and base leadership

Community leadership, businesses and nonprofit organizations supporting our installations and military communities should identify one point of contact that will interact with installation leadership. This will ensure

the message is consistent and allow for base leadership to communicate the needs of the installation and military personnel effectively.

Foster a collaborative approach to zoning

Communities around installations should work together with installation leadership to coordinate zoning proposals, helping military leadership articulate base needs and avoiding unintended consequences that could hinder the installation's future. This will help surrounding communities create joint economic development plans, strategically positioning them for future military needs and business growth.

Formalize state executive branch efforts to support and grow military installations in Missouri

The state should identify and formalize partnerships with military communities. These partnerships will enhance quality of life and recognize the sacrifices made by our service members and their families. They should focus on improving key factors, such as college tuition costs, tax benefits and other measures to ease the financial burden on military families, in order to continue Missouri's commitment to our military service members.

This will provide Missouri with a plan to unite federal, state, installation and community efforts. The purpose of this formalized "infrastructure" is to ensure Missouri develops an enduring course of action that reaches beyond legislative sessions or DOD budget decisions.

Consider the creation of the Missouri Military Foundation

The creation of the Missouri Military Foundation (MMF) would bring statewide focus and organization to the various



regional advocacies currently underway. The MMF would be a private, nonprofit entity with the mission of growing and strengthening the state's defense economy, installations and surrounding communities and could be placed under the purview of the Hawthorn Foundation or a similar, separately-created entity.

By creating an organization focused on supporting national security investments with statewide reach, the MMF would be able to identify and engage new partners in economic development. Additionally, resources should be coordinated for analysis, new industry recruitment, and outreach and advocacy in a unified manner. The MMF should consist of a board of directors comprised of corporate partners and industry leaders in Missouri, members of the community organizations around the military installations and retired military members. The board would govern a professional staff that will work to coordinate efforts in a statewide manner.

Additionally, the MMF can partner with state entities such as the Missouri Department of Economic Development (DED) and the Missouri Military Preparedness and Enhancement Commission (MMPEC) to bring all resources to bear in order to grow the state's defense economy. MMF can also build strategic partnerships with our education institutions to target defense-based research grants, enhance support for degree programs with defense industry applicability, and provide the framework for technical training programs.

Designate a Senior Military Affairs Advisor within the Governor's administration

One way to formalize state efforts to support military installations in Missouri is the creation of a senior level military affairs advisor within the Governor's administration. The importance of defense spending to Missouri's economy creates the need for a senior advisor that understands both the private and public sector aspects of defense policy. This individual should work to ensure the quick, efficient execution of the Governor's initiatives.

This individual should also be able to work quickly across state agencies and local political subdivisions to coordinate efforts, including working with the congressional delegation in Washington, D.C. Finally, this individual should lead a staff in the Missouri DED to aggregate and coordinate all potential DOD grant opportunities in Missouri, using Missouri DED resources to support applicants. This effort can help Missouri win grant awards, continuing to bring in federal dollars to Missouri.

Ensure a unified effort and representation on MMPEC

In order to adequately represent the community interests of the installations in Missouri, a statutory change could be made to ensure there is broad citizen representation from the Fort Leonard Wood, Whiteman and Rosecrans/National Guard installation communities on MMPEC.

Hold an annual Missouri Military Awareness Week

Missouri held its first Military Awareness Day on January 22, 2014. Missouri Military Awareness Week should become an annual event in order to bring key military personnel to the Missouri Capitol, and spotlight not only the important role the military plays in our communities, but also the network of support military installations receive from those communities.



MISSOURI MILITARY AWARENESS DAY

This year, the day-long event began with a briefing from installation leaders and the Missouri National Guard for legislators. Key community members, including business owners, school district representatives, MMPEC and Leonard Wood Institute members, were invited to attend a briefing with Maj. General Leslie C. Smith and Maj. General Steve Danner. They were encouraged to speak with their legislators on issues important to their communities.

Future Missouri Military Awareness events should include Pentagon officials from each branch of the military. These state-sponsored "fly-ins" would provide high-ranking officials the opportunity to see firsthand the steps Missouri is undertaking to support the military installations and service members stationed here. It is imperative that Missouri give policymakers and military leaders the opportunity to learn about state efforts to support their mission.

An information day at the Capitol should be included to facilitate a dialogue between Pentagon officials, installation leadership and legislators on the needs of current military operations and the resources Missouri's government can provide.

Foster the creation of community organizations, partnerships and agreements

Community support and involvement is difficult to quantify but each installation's commanding officer and all Pentagon officials that Treasurer Zweifel held meetings with listed it



as a critical foundation to an enduring installation. Missouri must work to increase that public support, building capacity for military communities to engage with installations and the Pentagon in pragmatic, tangible ways. This allows local communities, with installation support, to set goals and take ownership of challenges and opportunities.

Assist in the formation of nonprofit entities to support the installations and military families

Missouri's support of the military installations and service members stationed here is important. We must now take that support and organize it into material objectives. The Fort Leonard Wood community began such an endeavor with a DOD-supported organization called Sustainable Ozarks Partnership (SOP) and a companion organization, the Leonard Wood Institute. The SOP is comprised of community leaders and policymakers whose mission is to build an understanding of the installation and regional needs, creating action plans around opportunities and work with available resources.

The state should support efforts by communities surrounding installations to formalize a DOD-recognized organization, such as the Air Force's P4 Community Partnership Initiative. These formalized organizations provide military leaders and elected officials a structured community support group to interact with and help support the installation and military families. These organizations also allow for quicker discovery periods to identify needed initiatives, helping them to learn what a community can best do to support the installation.

Coordinate economic development efforts around military communities

In order to ensure the long-term economic viability of communities around our installations, Missouri should work to coordinate economic development efforts geographically. These military regions could utilize the economic development tools already available in the state to align local resources and leverage the assets and competitive advantages inherent in a military-based community. Similar concerted efforts are already underway to target manufacturing, healthcare and agricultural industries. State and local communities can work together to bring in new employers and jobs. Each region should have a liaison that will communicate with state and federal officials concerning potential economic development opportunities. In turn, federal and state agencies can be invited to the regions to provide educational resources regarding the incentives and economic development tools which are currently in place for businesses to utilize.

Lead efforts for the creation of articulation agreements with labor organizations and employers

Missouri's community colleges and four-year institutions have done an excellent job easing the transfer of higher-education credits. The same concept can be applied to apprenticeship programs that often take four to five years to complete. While recruitment efforts vary among organizations, national building trade groups support making connections to service members. Missouri's labor leadership recognizes the specific skills and values service members bring to the workplace. Ultimately, the goal should be for the building trades to enter into a statewide compact that recognizes service members' valuable experience and applies service time in the military to apprenticeship completion requirements. This compact can apply to a wide range of apprenticeship programs, from carpentry to electricians to heavy equipment operations.

Protect military families in Missouri through financial literacy

Military members and their families face unique financial situations and there are many laws, programs and resources available to help protect those who guard our freedom and way of life. From enlistment to deployment to retirement, it is critical that the state join federal agencies in providing resources to help protect the financial stability of all members of the military in Missouri and their families.

Partner with community colleges and government agencies to promote financial literacy

Community colleges play an important role in Missouri, providing students options and quality, affordable education. Missouri is home to 12 community colleges with multiple branches throughout the state. These community colleges help students acclimate to a campus setting, provide advance training opportunities to those already in the workforce and help thousands of Missourians rebuild their careers after life changes. Missouri should work with this well-established, community-focused network of schools to develop a financial literacy program to support Missouri service members.

Additionally, Missouri can lead efforts with the DOD and the Consumer Financial Protection Bureau to educate service members in Missouri on financial issues and provide resources to help military families avoid financial pitfalls.



Protect military families from nefarious actors

The Military Lending Act (MLA) seeks to protect active, guard or reserve duty members from predatory lending. The MLA limits interest rates on certain consumer loans to 36 percent and protects spouses and certain dependents of service members. Missouri should work with our federal partners to provide protection for military families stationed here from predatory lenders finding loopholes to violate the spirit of the law, whether it is through the MLA provisions regulating payday lending or the federal prohibition on military pension advances.

Build Missouri's military brand

It is important to build Missouri's military brand with key federal policy makers, military personnel and Missouri citizens. This coordinated effort, much like the marketing underway to promote Missouri's agriculture, finance, manufacturing and healthcare industries, would communicate the value of our defense installations and industry to Missouri's economy and the steps we have taken to make our state military friendly. Most importantly, it would also showcase the invaluable contributions installations in Missouri make to our nation's security.

Create an online Missouri Military Portal

Creating a dynamic portal that documents Missouri's efforts to support our military installations and the key strategic role they play in our national security will provide a snapshot and history of these efforts. The portal should include critical information for policy makers planning for the future and highlight the key role DOD investments play in Missouri's economy. Resources for active duty military members, veterans, businesses, communities, citizens and elected officials should all be included in this portal and updated on a regular basis as information changes.

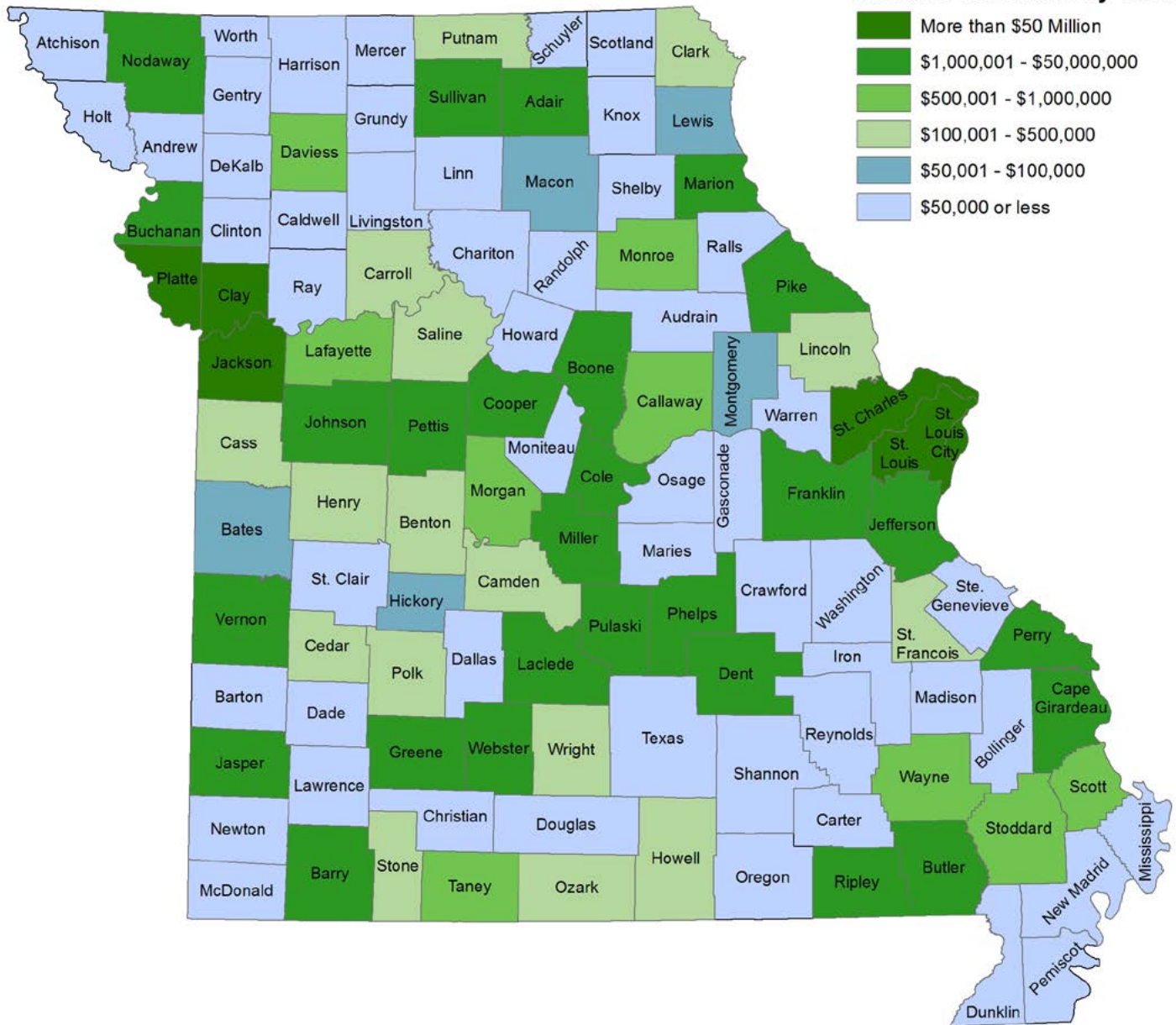
Statewide Economic Impact

To illustrate the importance of building Missouri's military brand, we should highlight the significant economic impact the defense industry has on our state. DOD contracts, installations and grants result in 275,000 indirect and direct jobs, and spur \$40 billion dollars in economic activity touching every corner of Missouri. This must be part of the story every time we discuss the military installations in Missouri.

Breakdowns of the jobs and the regional impact of this spending are shown below.



Defense Contracts by County



National Security

It is important to remind citizens of the role Missouri plays in our national defense. One in five soldiers receives basic training at Fort Leonard Wood, Whiteman is home to the only B-2 bombers in the world and 20 allied nations are trained on the C-130 at Rosecrans. Missouri is home to the DOD's only military small arms ammunition manufacturing facility in the U.S. Many Missourians are unaware of the important role our installations play and how close they live to major centers of military activity.

Providing easy-to-access information through the Military Portal and regular spotlights on the military in state communication efforts could greatly impact the understanding and perception of Missouri's role in national security.

Continue Missouri's efforts to employ active military members and veterans

Missouri should continue efforts to employ military members during and after service. This builds upon current employment opportunities by helping make sure employers



recognize service members' special skills and discipline. Additionally, by making a concerted effort to ensure veterans are employed, the state can help to prevent veteran unemployment and under-employment.

Governor Nixon's Show-Me Heroes Program connects members of the Missouri National Guard, Reserve and veterans with businesses committed to hiring individuals with their specialized skills and providing resources in the job search. To build on the important efforts already under way, the Show-Me Heroes Program should sponsor regional conferences focused on connecting active duty military members, veterans and businesses with one another. The conferences can include breakout sessions on how businesses can utilize military members, panel discussions with veterans who have excelled in their fields and continuing education opportunities available for military members and veterans to further their skills.

Show-Me Heroes can be included in the Military Portal along with information about continuing education opportunities from community colleges and universities in Missouri. Incorporating the programs Missouri has for military service members and veterans in one place should be a primary goal of the Military Portal.

Understand specific challenges and opportunities for installations and the Missouri National Guard

It is important to understand each installation's specific challenges and opportunities, to determine if public-private partnerships might be applicable. These partnerships should provide positive outcomes for the DOD and communities, increasing efficiency and enhancing the installations.

Convene task force on the future of the Fort Leonard Wood Hospital

The General Leonard Wood Army Community Hospital is the second oldest hospital in the Army and the only in-patient, emergency-room equipped facility in Pulaski County. Given the vital services the hospital provides to both the installation and the surrounding community, it is imperative that the facility is well supported. Additionally, the absence of excess military construction dollars in the current budgetary environment creates a scenario where deferred maintenance could build up.

The state should consider the creation of a task force to help meet a possible financial need and healthcare gap. This task force, which could augment the efforts already underway by SOP and the Leonard Wood Institute, should be comprised of community leaders, state officials and federal delegation representation. The purpose of the task force should be to study possible opportunities for public-private partnerships to help the Army achieve its goal of having a cost efficient and fully utilized hospital and outpatient center.

Develop a plan to address the levee system protecting Rosecrans Air National Guard Base

The Missouri River Levee System that protects St. Joseph, Mo., and Rosecrans Air National Guard Base is predominately maintained by the federal government. The levee protects farmland, the community, industrial capital assets and the airport. The long-term viability of the levee is important to the St. Joseph area and the economy of northwest Missouri. The state should work quickly with community leaders in the area and federal officials to organize a plan of action to address the future of the levee.



CONCLUSION

The recommendations in this report provide a path that protects and enhances the national security investments made in Missouri. We must focus on improving quality of life, strengthening economic development opportunities, supporting the installation's strategic missions and providing the resources the installations in Missouri need.

We must work with military and congressional leaders in the changing budgetary and national security environment. Every branch of the military will be impacted. Missouri and the communities surrounding the installations must

be in a position to emphasize and capitalize on the unique strengths we provide to the armed forces and service members.

DOD spending in Missouri results in \$40 billion in economic activity and hundreds of thousands of quality jobs. Military members and installations in this state play a key strategic role in the protection of this country and citizens around the globe. Quite simply, military is a way of life in Missouri. One we intend to keep.





CLINT ZWEIFEL
MISSOURI STATE TREASURER

STATE CAPITOL – JEFFERSON CITY

P.O. BOX 210

JEFFERSON CITY, MO 65102

(573) 751-2411

FAX (573) 751-9443

RELAY MO/DEAF TTY(800) 735-2966

WWW.TREASURER.MO.GOV